
InTransition Episode 106 - Leanne Joyce

David Pembroke: Hello, ladies and gentlemen. Welcome to In Transition, the podcast that examines the practise of content communication in government and the public sector. My name's David Pembroke, and thank you very much for, once again, giving me just a bit of your time this week to discuss this very important topic of content communication in government.

Now, listen. I've got a great guest in the studio with me, but before I come to introduce her, the definition. As we do each week, we start the programme with the definition of what content communication is. Content communication is a strategic, measurable, and accountable business process that relies on the creation, curation, and distribution of useful, relevant, and consistent content. The purpose is to engage and inform a specific audience in order to achieve a desired citizen and/or stakeholder action. There you go. That's the definition. I know that we labour it a bit, and we keep talking about it, but we are a long way away from people understanding this benefit and this gift of content communication for governments.

To my guest today. Leanne Joyce is the boss of Leanne Joyce Consulting. She's a very experienced government public sector communicator, been in the game for more than 25 years. Working in corporate as well. She's worked as a consultant in all sorts of different areas from government affairs, policy and advocacy, media and issues management, stakeholder relations, executive management. You name it, and she has done it. She's worked for the digital industry group, the Brisbane Airport Corporation, the Department of Health, where she did a review, the Oz Hub, Australian Primary Principals Association, and also worked on a very important and interesting piece of work with the Department of Finance, which is around the functional review around communications, but also, she's the past President of the International Association of Business Communicators in Canberra, known to many of you as IABC, and also the immediate past Chair of the IABC in the Asia Pacific. She was nominated and awarded as the regional leader in 2016.

Leanne Joyce, welcome and congratulations on that important award.

Leanne Joyce: Thank you very much, David.

David Pembroke: It's fantastic.

Leanne Joyce: It was.

David Pembroke: IABC, you've made such a great contribution to it. Let's just talk about it because I've been with IABC now for, God knows, how many years? I can't remember.

Leanne Joyce: You were one of the founders, remember, of the Canberra chapter.

David Pembroke: I was one of the founders of the Canberra chapter and probably involved in the IABC probably even before then, you know, because it goes back ... because it was always the place where you could go and get the knowledge. We were sort of stumbling around in the dark trying to understand it. It was a great place to understand about employee communication, strategic communication, and a wonderful community that's grown up around it.

From your point of view, what benefit do you see that IABC can bring people who are involved?

Leanne Joyce: I think it's going to be different for different people, but IABC does offer some great events, particularly their World Conference. I'll just remind people. It's out in Washington in June this year, and should be particularly interesting in the US this year. They have a fantastic World Conference. They have great networks across all the chapters around the world. I forget how many chapters there are, but there's at least 11 just in the Asia Pacific.

There's a great community of interest. I think apart from the knowledge that you acquire from their magazines and their webinars and that sort of activity, I find it just a terrific network of people. I can pick up the phone to anyone in the world and say, "Hey, how did you approach this issue?" or "What do you suggest about this or that?" I thrive on that network. I've always made great friends and had a terrific time, I might add, going to the conference.

David Pembroke: It's also pretty reasonably priced, too, isn't it? I know most years, when the circular comes around, it's like, yeah, yeah, yeah. I don't even question it because I get so much value out of being involved.

Leanne Joyce: That's good to hear. No. Look, it's about US \$300, a bit over US \$300 a year.

David Pembroke: Cheap.

Leanne Joyce: Plus, there's a 10% discount in March. I thought I'd throw that in for you as well.

David Pembroke: Listen, what does it cost me to go that Washington conference because I know a lot of people listening to this particular podcast, they're involved in government communication, and it's like I've not yet been to a World Conference. I look forward to going one year, but what would it set me back if I was to go?

Leanne Joyce: It's about \$1,800 US for registration.

David Pembroke: Right. You got to get yourself there.

Leanne Joyce: Then, you got your airfare's on top. Look at an easy 5,000 to get there and back.

David Pembroke: From Australia.

Leanne Joyce: From Australia and back.

David Pembroke: We have quite a big audience in Washington, so it's not going to cost them 5,000 bucks.

Leanne Joyce: No, no. Look, it works out pretty well, I think. Plus, you get to the conference, you meet heaps of people, there's so many side events, master classes, board meetings, gathering of people from different interest groups, whether you're from a region or a particular function, so you can make the most of that opportunity, not just to go to the conference sessions, but to do all the sides things as well.

David Pembroke: At different times in the past, it's had sort of a bit of a rocky administration around it, hasn't it? Sometimes, it's been strong, and then other times, not so strong. How is it at the moment?

Leanne Joyce: Look, it's pretty good. Like many associations, and they've done research on this, millennials particularly and others don't connect as much with associations anymore. I think their membership dropped from 14,000 to-

David Pembroke: Dirty millennials.

Leanne Joyce: Those millennials. It dropped from 14,000 to about 10 at one point.

David Pembroke: From a gen ... Actually, I'm a Baby Boomer. I'm a Baby Boomer.

Leanne Joyce: I know. I'm scared to say I am as well, but you gave that away when you said how long I've been in this game. Look, though, I think there's about 12,000 members at the moment. Believe or not, David, Australia is one of the strongest-

David Pembroke: Oh, that's good.

Leanne Joyce: ... groupings, and the Asia Pacific is also very strong. They see it as an emerging market in their eyes, but we see it as a great way of unifying passionate people who want to get together and share information.

David Pembroke: I know you do a great job here or the local team here in Canberra do a great job. We get to go to lunches where, generally at the National Press Club here in Canberra where interesting people come to town, share their stories. You sit around the table. You have a bit of a chat. It doesn't take much. Generally, pretty cheap to go to. Really, there's no excuse. If you're in communication, you really should be a member of the IABC, not only for the benefit that it gives you, but for the contribution that you can make because increasingly, we need more people to be making a contribution.

Leanne Joyce: What I'd like to see across government is more corporate members. We've got some really big corporate members in Canberra with Department of Immigration and Health and Department of Communications and others. They are part of our group. What I'd like to see is them coming along to things, but also what we try and do is bring experts also in-house. That suits people who do find it hard to get out during the day to go to things. When we can, we'll go to a location and bring a visiting expert or such like, so that they can make the most of it and bring their executives along as well, so that they can also hear the latest in communication trends.

David Pembroke: Yeah. That's good. I think that's a real value add, isn't it, for the corporate members?

Leanne Joyce: We're trying to make it as valuable as possible by joining. Yes. That's right.

David Pembroke: Join up there. Come on, you millennials. You layabouts. You dirty, good-for-nothing. Come on. Get involved. No one will bite you, associations because there's a real value there.

Leanne Joyce: It's fun. It's fun, really.

David Pembroke: It's fun. Yes.

Leanne Joyce: There's really nice people involved.

David Pembroke: It's people like us, you know?

Leanne Joyce: People like us.

David Pembroke: Baby Boomers like you, you know? We're fun guys. Anyway, government communications. You've been around ... Sorry. We've both been around for quite some time. What's rolling for you at the moment? What do you see? What do you think?

Leanne Joyce: Look, I've just come off a six-week project in a major government agency in quite a new area, in the IT area, and written up a strategy, so I'm just in post-project detox.

David Pembroke: Good.

Leanne Joyce: I've had quite an eyeful, but there's some great people working in government. They're doing some terrific stuff, but it's actually sometimes really hard to do things because either a lack of permission or authority or a licence to operate, if you like. I'd love to see greater recognition for the function in providing important information. I just think there's a lot of constraints, but on the other hands, you're seeing some great activity in the digital space. You're seeing some good strategic content marketing, David, which I'm sure you'd be pleased with.

David Pembroke: I am. I am.

Leanne Joyce: Their work's going well. I just find it ... If communicators, if the profession was better recognised and if the people had a better licence to operate, I think they can do a better job. On the other hand, they're doing pretty good.

David Pembroke: Let's go to that because it's interesting. For the last two weeks, we've had a really good, a great in-depth interview with Sean Larkins from WPP who's done this very big piece of research into government communication. It's the same problem all over the world that ... He refers to government communications areas being considered as the car wash. Here it is. Tidy it up and clean it up and shine it up on the way out, but certainly not involved as early as possible to get involved in the strategic thinking to be able to create that real value that we know strategic communication can.

That's a global problem, right? Yes, it's fair enough, I suppose, that we can look at others and say, "You're not recognising us. Boo hoo for us," but isn't it our responsibility that we have to kick the door down a little bit and say, "Well, listen. We can really add value here," and get in front of it to get that licence to be able to say as early as possible, let's make a contribution, so rather than feel sorry for ourselves, how is it that we could then, or what advice might you have for people who are struggling in this disempowered state to actually seize the day and get that licence?

Leanne Joyce: They've got to demonstrate their value. One of the very first sessions I went to at IABC was how to get a seat at the executive table. Really, it's about being out there as a trusted advisor and providing sensible advice and demonstrating value in your communications programmes.

David Pembroke: If I can't get in the room, how can I demonstrate my value?

Leanne Joyce: Oh, look. You've got to find ways, David. I remember learning in one organisation when we had a new CEO. He didn't want to talk to the commerce people, and his gatekeeper said that he can write. Why does he need the comms group? I started learning when he made his coffee in the kitchen. I started chatting to him that way, and we built up the relationship. You can go through the formal pathways, but you can also, got to build that rapport with the senior executive, and that's your personal skills as well and your personal brand.

David Pembroke: That's interesting. Sean Larkins told the story and regular listeners would've heard it, but a comms team in a particular government agency, he didn't say who they were but, they took upon the role of chuggers, you know the charity people who knock you over the street to try to, they did that inside their organisation as comms people. They were bowling up to, they knew exactly who they were targeting at different points, so they're like just forcing themselves into the space to be able to demonstrate to people, "Hey, here we are. This is

what we do. This is the value," but really, isn't it all about, at the end of the day, being able to demonstrate how the communication activity is solving business problems or adding value, that you really do need to connect yourself to the objective?

Leanne Joyce: I think you're absolutely right. That's one thing we as communicators have to keep strongly in mind. We've got to also always line up with those business goals and show how we're doing that. That can happen in a lot of ways. From whether you're managing an issue or a crisis really well, so that doesn't have an impact on government. Once when I with a corporate, we managed a particular issue with a minister very well, and it saved the company \$30 million a year in regulation, an unnecessary regulation. That was a clear demonstration.

Within government, I think that particular CEO I worked with started being very happy with this because we had a great relationship with the minister's office, and it was fraught at the time, so we demonstrated our value to the minister's office. That took a headache away from him, and he was able to let us do that properly, and he started to trust us.

David Pembroke: That nexus is obviously critical in any government, anywhere in the world, that connection between the bureaucratic element of government and the political arm. What are your best tips for people in terms of building relationships with people at that political level because ultimately, that's where the decisions, well, the direction is being set?

Leanne Joyce: It is. Just going back to that situation too, I actually drafted a media protocol between the government agency and the minister's office, which was, "Here's who you talk to. We'll talk to you about what's coming up. If you don't wish to use it as the minister's spokesperson, lose it, or we will use it."

David Pembroke: Yeah, right.

Leanne Joyce: That protocol really helped. It really helped clarify roles and relationships. The media advisor and the minister was responsible for the minister, and we delivered on a whole bunch of other things with their sanction. Now, if you get tied up in a lack of clarity or minister's office is not making decisions on things, and that can be very untidy. I'll tell you what? This could be a three-hour conversation, David, about the relationship between the communications people in government and the ministerial level.

David Pembroke: That's a good piece of advice, isn't it? This protocol. Did you do it with them or did you take it to them? Did you sit down and say, "Look, how are you we going to work this? How do we codify our relationship?" or did you go to them and say, "Hey, look. Here's something you might want to consider?"

Leanne Joyce: No. It was iterative.

David Pembroke: Yeah.

Leanne Joyce: It really came about because we had a slight loose cannon in the organisation who was contradicting the minister, so we had a very good reason to go in there and start sorting it out, but I've also done it before. It relates to content marketing a bit because I've always run an editorial calendar. I used to ... When I worked in New South Wales government, we had six ministers. I kept an editorial calendar across the portfolio. I'd go and see them and say, "Here's what's coming up. Are you interested in this story," or "What would that look like?" We would work through a programme for the next month. It really helped both of us.

David Pembroke: That early warning system, no surprises-

Leanne Joyce: No surprises.

David Pembroke: ... getting in front of people, being able to make sure that they know that these are the issues, and here is how this is going to add value to your-

Leanne Joyce: Exactly.

David Pembroke: ... policy agenda.

Leanne Joyce: Yeah. They really appreciated the good story ideas coming to them from ... That was our craft to develop the stories and pitch the stories to the minister's offices.

David Pembroke: That's another good lead into another discussion point. This notion of how do you find good stories? Where are the good stories? What are some of the best techniques that you've used in terms of being able to identify the right story that's really going to have impact?

Leanne Joyce: It's true. In the comms team, when you've got media people or those of us with a journalistic instinct, you just know what a good story is, but when you go around to an organisation sometimes, you've got people beavering away on one of the best stories. You almost have to look under a rock to find it. It really does mean you have to know your business and you have to understand your organisation and really make connections across the organisation so you can get a sense of where are the really good, interesting things that are going on.

David Pembroke: The advice really is get up out of your chair and go and meet people.

Leanne Joyce: Get in front of people, and those face-to-face relationships are really important. The other issue that we can talk for three hours about is whether you have a central function or a hub and spoke or people in the line areas. The value of being in front of people is being in those line areas and building that relationship because that's the only way you really can get information out of

them and build their trust to do something, build a story around their project or what they've found.

David Pembroke: Increasingly, I think, we find everywhere that you work in government is that everyone's being asked to do more with less. There's not an oversupply of resources, and everyone's hurried and hassled and worried and God knows-

Leanne Joyce: Busyness factor is incredible.

David Pembroke: Yeah, the busyness factors. Again, Sean Larkins mentioned that as well is that's a global phenomenon. This whole busyness and overcoming that and being able to insert a strategic, thoughtful programme in the world of, on spinning nine plates and trying to get everything done at the same time. How do manage that prioritisation of what to do? The important over the urgent? How do you manage that in such a way that you can get that impact that you're looking for, given that everyone's problem is always top-of-mind for them?

Leanne Joyce: Yes, especially when there's a big ministerial issue or conflicting media priorities, but when I was leading a team, if there was a conflict, I would escalate it, really. If we couldn't work out the priorities, usually we could, but if there was any other pressures that were unwarranted, I would go and challenge them and just say, "What's going on here? How can we manage this? How about doing it differently?" Rather than everything coming to a head at the same time and putting unnecessary pressure on people.

One of the other things that is unproductive is not having enough information to deal with in the first place, or something going on in with the minister's office that is really a distraction from your day-to-day work.

David Pembroke: Yeah, but also impenetrable information, too, sometimes I found is that people serve you stuff up and you read it and you look at it, and you think, "What does this mean? I've got absolutely no idea." You got to go down and sit with them and say, "How about we go from the top here because I really don't understand what this is about?"

Leanne Joyce: The other interesting thing about government is some information is sensitive, and so you have to be able to navigate what can be sometimes be classified or sensitive information, and what you can and can't say about something rather than just the walls closing down.

David Pembroke: Yep. Regular listeners will know that, as we go through the content communication process, we're always talking about objectives up front and understanding what those specific, measurable, achievable, realistic, and time-bound objectives are, so is it essentially the North Star of what we're trying to do. Everything that we do is driving back towards that. Beyond research and discovery and understanding all of the variables and inputs and other things that are going to have an effect on what you can and can't do, one of the big

focuses is audience and the understanding of audience. Interestingly, again, the WPP research found that most government communication doesn't really consider the audience.

Leanne Joyce: I suspect that's true. I think people get focused on outputs and just so they "I've delivered that. Now I can go away, Now I can go home. I've worked the last 12 hours or something, now I just want to get out of here". I think that's easy to happen in time-poor and research-poor organisations. I think it's truly a good point. I see a lot of communications that don't go anywhere. Drafting up media releases or talking points that don't get used, so it really does mean that you've got to be focused on the audience and keep asking why. Why are we doing this? What is the objective, as you say. In particular, what's the smart objective? Even better.

David Pembroke: Yeah, yeah. In terms of those that get ... How do we challenge that? How do we get people to think audience first? Before they're thinking about whatever it is, whatever tactical device it is that they're going to explore, how do we get people to, to after objective, then think audience? How do you get that prioritisation up the front because design thinking's now all the rage. You can't walk into a government department in Canberra and not trip over a design innovation hub of some sort who've got Post-It notes all over the wall, and we're putting the citizen at the centre of everything we do. It's very much in vogue in designing services and other things, but perhaps have we not made that jump yet to communication?

Leanne Joyce: I don't think a lot of people have a strategic mindset. You've got to bring that to the equation from the very start. Why are we doing this? What's this about? What does success look like? How does this fit with the other things we're doing? I think the role of, especially of a leader in government comms, is to ask those questions, but also have the coaching skills, quite often, to just ask the right questions.

David Pembroke: Yeah, that's a good point.

Leanne Joyce: Not say, "No", which sometimes you want to do, but, "Now, how effective would that approach be, Mr. CEO?" or "Why do you think we're doing that?" or "What is the best result we can find here?" It's asking those type of, coaching facilitation questions is a great skill communicators should have.

David Pembroke: Yeah, right. Rather than telling, listening and asking questions is really the way to unpick people's approach?

Leanne Joyce: Yes, so when you get in that situation, if you can, and then offer alternatives not just be a "No," but try to engage in the conversation. It's hard sometimes when you just get a memo from the top, but I'd still challenge that as well.

David Pembroke: This was what we want you to do.

Leanne Joyce: There was grade in some meeting or something and you don't know. I don't think that's going to work. You find a way of challenging it.

David Pembroke: I like this notion of coaching. I think this is a really ... You're talent management. Again, going back to the WPP research, one of the other big common problems is skills-

Leanne Joyce: Yes.

David Pembroke: ... in comms areas in government in that we're transitioning from the traditional model of media management and advertising, and we're now moving to content-based approach where people are expected or required to produce content that they can then distribute usefully, relevantly, and consistently, directly to those audiences and use this great gift of technology where-

Leanne Joyce: Exactly.

David Pembroke: ... the fact is that media production and distribution have now been democratised, and everyone can do it. What the research is telling us is that we haven't, as yet, made that move in a substantive way. Yes, as you said before, at the beginning of it, there are examples of it, but perhaps as a profession, we haven't made that leap. Would that tally with your views?

Leanne Joyce: Yes, I think so. There's a few other issues there, again, through our conversations, but there is a skillset in government, and one of those is writing. A lot of people are talking about that they cannot find good writers, so I think there are some really fundamental skillsets. If you talk to my friend Jason Laird at Telstra, he'll talk about agility. Most comms people in a group like Telstra have to be agile. They can't just be doing the staff newsletter every week. They have to be able to take the story from go to woe. That will involve using digital channels, using internal channels, talking to people, the whole gamut of comms.

David Pembroke: How are they-

Leanne Joyce: I think that should change, that might change in government.

David Pembroke: Telstra, to those of you overseas listening to this, that's our big telephone company here, telecommunications company.

Leanne Joyce: Telecommunications.

David Pembroke: Like AT&T or BT in the UK. How have they achieved that? How have they gone about ... ?

Leanne Joyce: Pretty much a reform and a lot of discipline around what they do and how the function's organised.

David Pembroke: The skills? How have people been able to become agile and being able to apply themselves across different channels and different platforms? They must have invested in training.

Leanne Joyce: They invest very heavily in training in this particular organisation. All staff are expected to be fully conversant, not just with the various channels and techniques to use, but writing as well as numeracy. Being able to read a balance sheet, being able to understand the business and articulate the business. That was a real priority for Telstra from when I spoke to them, and things have really changed over a number of years.

David Pembroke: What's your experience more broadly, though? Are they the exception, rather than the rule?

Leanne Joyce: Well, potentially. I'd be interested to see, but I've recently experienced some different government, and people are a bit stuck in the one box. It becomes more like a factory where somebody processes one element, then passes it on. It just gets a bit lost. There's no one taking responsibility for end-to-end communications.

David Pembroke: Sorry. Just to jump you back then, just back to this Telstra story. How do they, then, communicate their value? If they have been given these resources and permissions, they've obviously been effective. How have they proven to their higher-ups that they're adding value and therefore the higher-ups will continue to invest because they know that there's return to the bottom line?

Leanne Joyce: I was in Telstra as well, quite some time ago now, but even then, we had quite a strict ... Back in the old days, but even then, we had very strict metrics on reputation. We used to measure the company's reputation. We used to have very active stakeholder engagement programmes. That's when I first cut my teeth on some of that stuff, actually. We also used to report in on media issues, not just issues in the papers, but issues managed out. I think the executive got a great understanding of the role of communications then, and now, some of the senior people are very high up and very well-placed with the CEO and their executive.

David Pembroke: Yeah, my-

Leanne Joyce: Because I delivered the data and the measurement.

David Pembroke: There's no doubt in my mind that that is the gateway to credibility. You've got to get the executive hooked on the numbers. You've got to get them early. You've got to get them signed up to a benchmark of sorts, and then wherever your reporting frequency is, get them to that point where they want to see the numbers. They want to see the improvement. They want to see how have we gone. Then, even with different departments, when you can start to get them competing against each other where they're going, "My satisfaction level's up

and your level's a little bit down." I don't know if you ever saw that film "Glengarry Glen Ross," but it's a fantastic film. They talk about the leads. It's about real estate. Jack Lemmon is-

Leanne Joyce: I have heard of it.

David Pembroke: Great movie, everyone. You should get it out and have a look at it, but it's almost shot in one ... It's one shot almost. Ed Harris is in it. Alec Baldwin's in it. Jack Lemmon's in it. Anyway, it's about these real estate guys. They want the leads. You've got to get that mentality as in, "We want the numbers." I think that's something that I'm seeing increasingly that as comms people that we've got to set benchmarks early. We've got to know where we're starting from prior to intervening with our programmes. We need to be able to go back and have validated, authentic numbers, sales that we can prove, so we can put that in the conversation.

Leanne Joyce: It's interesting how those metrics that you might use in a corporate might apply in government.

David Pembroke: Yeah.

Leanne Joyce: Whereas I think at the moment the metrics are really a little bit different. Campaigns are measurable, but a lot of the day-to-day comms, you can measure through digital means, but from a CEO's mind, what would be the most valuable to them.

David Pembroke: Yes. Again, a lot of government comms is internal comms.

Leanne Joyce: Yes.

David Pembroke: Making sure that the investment that they're making, the large investment they're making in people, and I think there's some value in measuring attitudes internally.

Leanne Joyce: I wish they would. I wish that function would be a bit more recognised within government.

David Pembroke: They're even more poorly thought of than the external comms people.

Leanne Joyce: Look, to be honest, I think that might be true. Sorry about that.

David Pembroke: There's a little self-help group somewhere sitting around.

Leanne Joyce: There should be.

David Pembroke: The internal communicators. I think that's actually one, just going back to the original part of the interview where we talked about the IABC, I think that's one of the real strengths of IABC.

Leanne Joyce: Yes.

David Pembroke: It's the information that they-

Leanne Joyce: There's some great material.

David Pembroke: Yeah. There's some great stuff, their internal comms.

Leanne Joyce: I refer to their material a lot. I have to say, I do refer to the UK government service a lot too because they produce some great guidance and techniques. The Engage for Success movement in the UK is a great-

David Pembroke: Yeah, that's great.

Leanne Joyce: ... source of guidance for anyone working in employee comms.

David Pembroke: Engage for Success.

Leanne Joyce: Yes. There's a website.

David Pembroke: I'd say again ... My good friend Alex Aiken, he's been on the show a couple of times, done some wonderful stuff there. In terms of that recognition as a profession and the ongoing professional development and the oasis, the strategic thinking that they impose, so yes, I do wrap them up all the time. I have had complaints from people saying, "You're such a ..." You carry on, but I just think they do a great job.

Leanne Joyce: I do. I think they do, too.

David Pembroke: I think they're doing great. Look, I've got to say, I'm really optimistic. I think we're coming into our time. I think our time is coming because we are ... I think we're getting better at showing our value, demonstrating our value, measuring our value. I think we do have to keep moving forward with this. As technology fundamentally changes everything, and everyone continues to carry advice, high-powered communications device, a computer in their pocket, that ability to get to people is there. It's this sense of storytelling and content and usefulness and relevance and consistency and turning up and turning up and turning up. I think this is the, this content revolution that's taking place. I think it's really going to underpin this next drive where comms will go from a car wash or a colouring-in department, as I like to call it.

Leanne Joyce: The Dickensian factory.

David Pembroke: Yeah. To a central strategic function that is driving policy development. Look at the role of content that can play, in developing better policy at an earlier stage, but that's a-

Leanne Joyce: I agree.

David Pembroke: ... conversation for another time.

Leanne Joyce: I hope so, David.

David Pembroke: That's really our conversation for another time.

Leanne Joyce: That's the other three hour conversation.

David Pembroke: If those millennials will stick around. They probably all jumped off already anyway. Half an hour, they can't listen to that. Listen, thanks very much for coming in.

Leanne Joyce: It was a pleasure.

David Pembroke: Good luck with all the stuff you're doing. It's obviously lots of work around in government communication, and obviously IABC stuff. Your sort of immediate path, everything at the moment, aren't you?

Leanne Joyce: I know. Immediate past, past this, past that, and the workload feels the same, actually.

David Pembroke: Yeah, but anyway, good luck with that as well. Look, please, if you're out there, for 300 bucks, come on.

Leanne Joyce: Come on, guys.

David Pembroke: It is really, really a valuable resource. There is so much there. There are so many people we can learn from. So many people we can ask questions. Again, get yourself to Washington. That sounds like enormous fun.

Leanne Joyce: It does.

David Pembroke: I got a Content Marketing World in September in Cleveland, so I don't think my wife would be that understanding of being able to have two-

Leanne Joyce: Singapore's closer, David.

David Pembroke: Yes.

Leanne Joyce: We've got a regional conference at the end of August.

David Pembroke: Now, I've put my hand up for that-

Leanne Joyce: You have?

David Pembroke: ... to make a presentation up there, so let's have fingers crossed on I'm successful on getting that up. I'd love to get up to Singapore and talk about our research project, which I'll come back, in another couple of week, guys, to talk to you about how that's progressing with our good friends at the Australian National University. I am so excited. We had a presentation two weeks ago from our researchers around the method, the evidence-based method for content communication, this global standard that we're seeking to create. I think we're on to something. Anyway, really excited.

Leanne Joyce: Sounds great, David.

David Pembroke: It is. It's going to be good. It's going to be great.

Leanne Joyce: Congratulations.

David Pembroke: Listen, thanks for coming in.

Leanne Joyce: Pleasure.

David Pembroke: Really appreciate it. Thanks to you, audience. As always, I really do appreciate that you give us up a bit of time each week. I listen to a lot of podcasts. I generally don't ask for reviews and other things like that. We don't have many, but maybe you could go and give us a review this week because it helps basically for people to discover these, people who are interested in government communications. Anyway, thanks a lot. Thanks to Leanne. Thanks to you for listening, and I will be back at the same time next week. Bye for now.